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ROBERT S. PEABODY FOUNDATION FOR ARCHAEOLOGY

ANNUAL REPORT
1967

PHILLIPS ACADEMY
Andover, Massachusetts

January 8, 1968

Mr. John M. Kemper
Clerk of the Board of Trustees
Phillips Academy
Andover, Massachusetts

Dear Mr. Kemper:

With the close of 1967 it may be appropriate to review accomplishments of the Robert S. Peabody Foundation for Archaeology since September, 1933.

In 1933 the Foundation--then known as the Department of Archaeology--was in a sorry state. Because of several unfortunate occurrences it had become the laughing stock of the archaeological world, a status quite out of keeping with that of Phillips Academy. The museum building was sorely in need of maintenance and modernization. Exhibits could be only dimly seen because lighting was inadequate, the cases were dusty and dirty, and many objects had never been properly cleaned and prepared for exhibition. Because of inadequate storage facilities, specimens not on exhibition were almost inaccessibly stored in random-sized wooden boxes piled in disorderly heaps in the basement or in the attic, reached only by climbing a ladder. In the uncatalogued library it was literally impossible to find a desired book. Obviously there was need for remedial action. The Department was no credit to Phillips Academy.

I was hired as Assistant Director in 1933; but the direction in which I was to assist was by no means clear.



There was no evidence of any guiding policy or program. Three weeks before I came to Andover Mr. Moorehead wrote to me at an archaeological field camp more than 200 miles from the nearest railroad to tell me for the first time that I was to teach a course in archaeology and that the course had an enrollment of thirty-five students! In similar casual fashion I later learned that I was also expected to teach a course in geology in the Adult Education Program, then in its infancy.

Mr. Moorehead, after a lifetime devoted to some of the richest archaeological discoveries ever made in North America was concerned with a number of miscellaneous undertakings, most prominent of which was the writing of a book to be entitled "The Stone Axe and its Variants". This was never completed. He served on a number of boards and committees having little connection with the archaeological world.

In 1914, the Trustees, acting on competent advice, decided to undertake an archaeological campaign in the southwestern United States. At that time the archaeology of the region was poorly known, and there was no information at all concerning relations between the people of the Great Plains and those of the Southwest. In 1915, Alfred V. Kidder was appointed Director of the Southwest Expedition and charged with the task of unraveling the gordian knot at a site of his own choosing. He selected the Pueblo of Pecos,

New Mexico, because it gave promise of defining relationships among a number of areas and of providing enough archaeological challenge to support a campaign for several years. To add to these advantages, it had a long documented history and it promised to tie together archaeological and historic pasts. Kidder has paid tribute to Dr. James Hardy Ropes, then chairman of The Trustees Committee on the Department of Archaeology for his advice and counsel.

In 1929, Kidder was made Chairman of the Division of Historical Research of the Carnegie Institution of Washington, but he continued to maintain an office in the Museum at Andover where he was still working on the enormous mass of data from Pecos. By 1933 demands on Kidder's time were such that he was forced to leave Andover and postpone completion of the work on Pecos.

Moorehead appeared to carry deep resentment of Kidder's position, and it was impossible to bring Moorehead and Kidder together for the purpose of defining policy or discussing plans for the Museum. It was only with Moorehead's grudging permission that Kidder had installed in the Museum a small display designed to show some of the archaeological problems at Pecos, and the way in which they were solved by principles of stratigraphy.

As matters stood, it was clearly up to the new Assistant Director to recommend corrective measures. Dr. Ropes continued



to be most helpful, not only in asking searching questions, but in supplying encouragement when answers seemed sound. Mr. Moorehead gladly acquiesced in any undertaking that would improve matters, and so we commenced a modest housecleaning program.

The first and most crying need was the library, then in a state of splendid disarray. Although it included a fine collection of anthropological and archaeological publications, it had never been catalogued or properly shelved and it therefore was of little use. Kidder used to say that it was quicker to go to the Peabody Museum Library in Cambridge to find a book than to hunt for it on the shelves just outside of his office door.

The formidable task of cataloguing the library was undertaken in 1933 by Miss Dorothy Bodwell. She resigned in 1934 and was succeeded by Miss Evelyn Willett who stayed with us until 1946. For the next two years we were without the attentions of a librarian and chaos soon threatened. In 1948, Mrs. Richardson, then Librarian of the Oliver Wendell Holmes Library made arrangements for Mrs. Henry F. Bloom, the former Dorothy Bodwell, to come to our library one-half day each week. Because of this attention, our library is represented in the Union Catalogue in the Oliver Wendell Holmes Library. It is to Mrs. Bloom that we owe credit for making the library the valuable research instrument that it



now is. It must never be allowed to remain long without the attention of a librarian. The number of books on the shelves had increased to such an extent by 1961 that we were forced to withdraw some for storage in a closet. Under plans worked out by Mr. Radford Abbot and Mr. Johnson it was possible to remodel the library in 1963 in such a way as to almost double the usable shelf space.

Important as the library was, the physical appearance of the building was of equal if not greater importance to the casual visiting public. As a result of thirty years of repainting, the warm, lively buff that originally covered the walls had become a cold, institutional gray that obscured a blanket of dust. This, however, made a lasting impression on any chance visitor who wore a dark suit. To add to the generally depressing tone, the hard pine floors had been blackened by repeated coats of oil and were covered with a heavy layer of oily dirt.

Next came the exhibits, most of which were crowded into cases with no attempt to tell a story and with little rhyme or reason. It was well into 1935 before it was possible to undertake this first reorganization of exhibits, intended only to eliminate some of the dirt and disorder before the annual meeting of the American Anthropological Association at Phillips Academy in December of that year.

In formulating policy it was essential to ask advice. Although Mr. Moorehead was most helpful it seemed best to get the opinions of as many qualified persons as possible. Here, again, Dr. Ropes supplied wise counsel. It was ultimately concluded that the future of the Department of Archaeology lay in the Northeast, where there were many unsolved problems. In part, the decision to investigate this area was made because it entailed a minimum of travel, the cost of which could be met by the severely limited budget.

With the decision to concentrate on the Northeast a recommendation was made to Mr. Moorehead that Mr. Frederick Johnson, a scholar known for his research in the area, be appointed Curator.

Following Mr. Johnson's appointment in 1936 we drew up for Mr. Moorehead's approval a plan for renovating the building, remodeling some exhibition cases, and constructing proper storage facilities so that collections could be properly organized. The proposal was approved by the Trustees who permitted the necessary funds to be advanced from capital under a plan to amortize the expense over ten years. Renovation commenced in 1937 and was completed in 1941.

A rapid review of the archaeology of the Northeast made clear the need for painstaking and careful work. Some published reports were clearly based on a priori reasoning. Our methods, unprecedented in the area, were intended to demonstrate that Phillips Academy did not harbor an



institution with a questionable reputation. We proposed to find a suitable archaeological site and excavate it completely, calling for assistance on every discipline applicable. Because the Foundation does not maintain a large museum it is in the enviable position of being able to undertake field research for the purpose of solving a problem rather than for amassing a large collection.

Our program of field research was launched in the summer of 1936 after we had been led to a shell heap near Blue Hill Falls, Maine, where objects characteristic of the "mysterious Red Paint People" and others characteristic of the proto-historic Indians were being exposed by erosion. It was then commonly thought that the "Red Paint People" were separate and distinct from the Indians and that they had vanished for unknown reasons. To this theory we did not subscribe. The site at Blue Hill Falls offered an opportunity to test the hypotheses. Also in 1936, the late Ralph Hornblower made available to the Department a shell heap on his farm on Squibnocket, Martha's Vineyard. Although we were unable to complete the job in Maine in the month we had allotted for the job, we were able to excavate two shell heaps on the Hornblower property before the season drew to a close.

In 1936 we were the first to undertake field research in New England for the purpose of solving a problem, just as Kidder, in 1915, had been among the first to undertake



field research in the Southwest for the same purpose.

The two short excavations carried out in 1936 drew forcefully to our attention the very real differences between archaeological remains of coastal Maine and those on Martha's Vineyard. This observation made us aware of the possible importance of environment in molding or limiting developing human cultures. From this beginning we outlined a program of excavation involving a number of shell heaps in the environs of Blue Hill Bay, Maine, intended to discover if there was any correlation between the location of the site with respect to environmental factors and the character of the artifacts found at it. Only two major excavations were carried out before the program was cut short by two compelling circumstances--a shortage of funds and the outbreak of war.

Two primary considerations had begun to guide the thinking back of slowly developing policy: (1) in undertaking a job do it thoroughly and get every shred of available evidence; and (2) be of service in every way possible to advance the store of archaeological knowledge and the field of archaeology and its parent field, anthropology. We believed that by following these precepts we should be placing Phillips Academy in the forefront in the archaeological world as it already was in the academic world.

Although a lack of funds brought a temporary halt to the program of field research in Maine at the close of the



1938 field season, the year also brought an opportunity to act under the second precept. Byers was asked to become Associate Editor of American Antiquity, the journal of the recently formed Society for American Archaeology, with the understanding that he would become Editor in 1939. In the latter position he continued to serve until May, 1946, when he was elected President.

It should here be noted that Frederick Johnson was elected Treasurer of the Society for American Archaeology in 1943, in which position he served until 1947, when he was elected President.

In 1939, the Department of Archaeology became known as the Robert S. Peabody Foundation for Archaeology, the name under which the accounting for funds received from Mr. Peabody had appeared on the books of the Treasurer of Phillips Academy. It had not previously appeared under his name because of Mr. Peabody's wishes, but we felt that the time had come to do full justice to the Founder.

An integral part of the program to revitalize the Peabody Foundation was the publication of findings. With this end in view we drew up plans for the publication of a series of monographs under the serial title "Papers of the Robert S. Peabody Foundation for Archaeology". The first title in this series, "Two Sites on Martha's Vineyard", by Douglas S. Byers and Frederick Johnson, appeared in 1940.

At the same time we prepared a paper titled "Some Methods Used in Excavating Eastern Shellheaps" which was published in American Antiquity, Volume IV, 1939, with the intention of demonstrating to the many untrained diggers that it was possible to maintain rigid control over an archaeological excavation by the simplest means and without expensive equipment.

The year 1939 was not very old when word came that the New England Mutual Life Insurance Company was planning a new building at the corner of Boylston and Clarendon Streets in Boston's Back Bay and that its foundation would go below the level at which stakes of what was believed to be an ancient Indian fishweir had been discovered during excavations in 1913 for the Boylston Street subway. Mr. Johnson took over the job of getting all available evidence. Sample of stakes, shells, mud, silt and peat were all that he had to show for his time--these and voluminous notes about the strata and the circumstances surrounding the samples taken from them. What followed blazed a trail completely new to archaeology, for he assembled a team of eleven scientists who were specialists in various branches of the earth sciences, the life sciences, and archaeology to work on a collaborative venture among the fields involved. A second study, undertaken seven years later at the site of the John Hancock Building added four new names to the roster



of scientists involved. The study has indeed wrung every shred of evidence from the site, from such subjects as the degradation of wood under anaerobic conditions and its transformation into coal to a greater knowledge of the geologic history of the Boston Basin, of changes in the position of the sea with respect to the land over the passage of years, and of the accompanying changes in the make-up of the forests in the Boston Basin. The only evidence of man was in the form of the lower ends of some stakes--clearly they had been sharpened with a stone axe.

During all this time the process of renovating the building was under way. Collections had to be brought down out of the attic, sorted, washed, checked against the catalogue, and put in storage boxes in wooden trays made to fit the new storage cabinets in the basement. The work of sorting the collections went on while carpenters, steam-fitters, and electricians hammered and pounded and plaster dust rained on everything. Out of it all came knowledge for the first time of the exact extent of the collections--knowledge that they sometimes fell far short of expectations. Out of it also came knowledge of just what was represented, and how it might be possible to display the best pieces from each area in such a way as to tell a story about the life of the people who had made them.

This was a totally new concept in museum technique-- to attempt to tell a story about a vanished people through the lost and broken tools they had left behind. It was not completely successful, but at least we had made a beginning. By the time of the renovation of 1955-61 we had designed still newer techniques that have kept us ahead of others. "These New England Peabodys", Peabody Museum News, (July, 1964) The Peabody Museum of Natural History, Yale University, says of us:

"Smallest of our four Peabodys, this is a jewel set in the campus of a noted boys' preparatory school. . . . A scholars museum [that]. . . . utilizes the most modern and attractive techniques of exhibition and design. . . . presents a wealth of archaeology in considerable detail. . . . time is needed to absorb these exhibits which generate the excitement of learning."

Successful as we may have been we needed much more than the archaeological facts about depths of objects and their distances from one another to be able to tell the public all about the vanished peoples whose remains we had unearthed. Although the archaeologist is competent to interpret archaeological data he must rely on other scientists for information regarding other aspects of the life of the makers of the things he discovers. Such understanding of the past, ranging as far from material objects as environmental factors



of many categories or the time of year at which the pre-historic people lived on the site, is possible only through capitalizing on skills and data that pertain to several disciplines. Herein lies the true interdisciplinary approach to archaeology. This we might call the New Archaeology, and this we contrast with the Old Archaeology--the serried ranks of objects, the mounded heaps of stone axes, the congregation of curiosa, the preoccupation with Things. Successful completion of projects undertaken by the R. S. Peabody Foundation has opened the eyes of many archaeologists, and is in large part responsible for the shift from object-oriented Old Archaeology to the New Archaeology.

Through the last fifty years the Peabody Foundation has sent out parties instructed to get every available bit of evidence and to call on others in other disciplines as opportunity offered and the need arose. The Pecos Project, undertaken by Kidder in 1915, was directed toward the solution of a problem. It must be counted a pioneering archaeological project because it employed the principles of stratigraphy--well-known to the geological profession--to the solution of an archaeological problem. Charles Peabody, first Director of the R. S. Peabody Foundation, had observed the existence of stratified deposits in the Edwards Mound, Coahoma County, Mississippi, in 1901 and 1902, and had published his findings in 1904. His observations, however, escaped the attention of

many archaeologists and had little effect until the period when the Pecos Project was launched. The latter was among the first archaeological projects in the New World to employ this now universally accepted principle.

The still uncompleted Maine program which we undertook in 1936 commenced as problem-oriented archaeology, employing stratigraphic principles. Over the years it has, in a minor way, taken on some interdisciplinary aspects, involving post-glacial sea levels and a study of the distribution of some marine animals.

Studies of the Boylston Street Fishweir were undertaken as an interdisciplinary project, and continued as an interdisciplinary project through two successive campaigns. They offered a model for interdisciplinary projects that has been followed in America and also abroad.

Out of the Fishweir studies there developed a series of studies by Frederick Johnson on coastal archaeological sites now lying below the high water mark and frequently under a blanket of peat. One of these, on tiny Grassy Island in the Taunton River in southeastern Massachusetts, as much a botanical as it was an archaeological undertaking, was carried out by Hugh M. Raup, of the Harvard Forest, and Frederick Johnson. It relied on a study of the manner of growth and the rate of accumulation of the overlying salt marsh peat and accompanying changes in the channel of the Taunton River to permit an

estimate of the length of time that had elapsed since Indians lived beside the Taunton River on a gravel knoll that became the foundation of Grassy Island. Observations of a number of smaller archaeological sites in the intertidal zone of bays and harbors on the south side of Cape Cod continued for several years.

Out of the projects at Grassy Island and the Boylston Street Fishweir grew many friendships and close contact with botanists, geologists and other scientists. This led the contributing scientists to believe that working as a team a combination of an archaeologist, a botanist, a geologist, and a zoologist could wring more information from a given area than any of them could get individually. Further yet, a feeling developed that such a team could identify spots that should be carefully examined for signs of human occupation, while writing off large tracts that should not be given any attention. Out of this conviction grew the Andover-Harvard Yukon Expeditions of 1944 and 1948 under direction of Johnson and Raup. On these trips the archaeologist, botanist, and zoologists worked together to help the geologist, or the other three helped the archaeologist excavate a promising site. Out of this work came a realization that the individual fields were not in fact independent, and that all shared in the complete solution to the problem at hand.

Interdisciplinary projects such as we now find common can be said to have had their inception with studies of the Boylston Street Fishweir and developed in the Andover-Harvard Yukon expeditions. They did not, however, become common until the present decade or shortly before. It is true that archaeologists have for years picked the brains of such willing or susceptible members of other professions as they could dragoon into identifying bones of animals, rocks, or remains of plants that had been dug up. This, however, is not the true interdisciplinary approach to a problem, for that involves active collaboration in the field.

Two projects that are nearing the stage of completion were designed as interdisciplinary projects from the start. Both have been sponsored by the Peabody Foundation and the Trustees of Phillips Academy. The first of these is the Tehuacan Project, directed by R. S. MacNeish and financed in part by the Rockefeller Foundation and in part by the National Science Foundation. It was intended to be a search for the origins of corn (*Zea mays*) and of the higher civilizations that were made possible by supplies of food assured when this important food plant was developed. The Project found not only the origin of one race of maize, but also a continuous record of human activity covering the last 10,000 years of Mexican history. The story begins with small family bands that eked out an existence by gathering wild plant foods,

trapping small animals and birds, and hunting the occasional large animal. It ends with an "empire" composed of class-structured city states ruled by priest-kings and bound together by a commercial network--the "empire" wiped out by Cortez. Radiocarbon dates on charcoal from excavations in the Tehuacan Valley form a reliable scale by which to measure the growth of civilization in all of Middle America. So wide an application of the Tehuacan chronology is made possible by the existence of easily identifiable types of pottery, the sources of which are well known. Discovery of a foreign type in a dated level at Tehuacan at once supplies dates for all places in which it may be found. The many different aspects of this exciting project are reported in six volumes to be published by the University of Texas Press for the Foundation and the Academy. The National Science Foundation is supporting the preparation of the manuscripts, an operation carried on at the R. S. Peabody Foundation under the general editorship of Mr. Byers.

This project has involved archaeologists, social anthropologists, botanists, geneticists, geologists, geochronologists, a malacologist, palynologists, an expert on textiles, and a zoologist. In all, twenty-five scholars are contributing to this study.

The second interdisciplinary program is the Debert Project, under the direction of Mr. Byers. This has been sponsored by the R. S. Peabody Foundation and the Trustees

of Phillips Academy and supported by the R. S. Peabody Foundation, the National Science Foundation, the National Museum of Canada, and the Nova Scotia Museum. In addition to archaeologists it involves a geologist, a botanist, a palynologist, a soils scientist, a sedimentologist, and a geochronologist. These scholars, working together have been able to reconstruct much of the environment of Nova Scotia 10,600 years ago, when people camped at Debert. Findings of the Debert Project have thrown new light on the glacial geology of the Northeast and caused a revision of at least a portion of the glacial and post-glacial history of eastern North America. Discovery that these early occupants of Nova Scotia held many traits in common with the Paleolithic people of the Old World has helped to crystallize opinions concerning the peopling of the New World. This project, is approaching the point at which the several contributed papers can be assembled and made ready for the press.

As we have observed above, one of our fundamental principles was that the Peabody Foundation should play as prominent a role as possible in the scientific life of the country through the participation of its staff as officers or members of committees of anthropological and archaeological societies. To this end, Byers served as Associate Editor and Editor of American Antiquity from 1938 to May, 1946, and as President of the Society for American Archaeology

for the year 1946-1947, and Johnson served as Treasurer of the same organization from 1943 to 1947 and President in 1947-1948.

In 1944, J. Alden Mason, then President of the Society for American Archaeology, appointed a Planning Committee "to consider the status and disposition and use of the archaeological data, reports and objects secured by the various archaeological projects of the late WPA. Later they will consider, in connection with the Basic Needs Committee of the National Research Council, any other policies pertinent to the welfare of American Archaeology, or of this Society." Frederick Johnson was named Chairman of that Committee.

Activities of the Planning Committee soon made its members aware of the threat to archaeological, paleontological, and other natural resources implicit in the existence of bills before Congress proposing the development of water resources for the Columbia, Missouri, Ohio, Savannah Rivers and other river basins. These would permit construction of Federal multi-purpose dams on those rivers, flooding extensive stretches of their valleys. A "Committee for the Recovery of Archaeological Remains" was then appointed, for the express purpose of ensuring that such flooding would not occur without adequate survey, recording, sampling, and salvaging of archaeological materials within the pool area. Frederick Johnson was named representative from the Society for American Archaeology and made Secretary of the Committee, a position in which he served for ten years.

This Committee deserves credit for its role in seeing that the basic organic laws contained provisions ensuring the proper recording and salvaging of archaeologic, historic, or paleontologic remains threatened by the construction of the proposed dams. It deserves credit, also, for extending the concept of salvage to dams and other structures built by non-governmental agencies, as well as to Federally-financed or assisted projects, among which are highways, bridges and their approaches, oil pipelines, urban renewal projects, airfields, and the like. Accomplishments of the Committee attracted international attention and it became a model for UNESCO countries faced with similar projects.

In 1948, Dr. Willard F. Libby reported progress in his researches into the possibility of dating archaeological specimens by means of radiocarbon. Accordingly, President Harry F. Shapiro of the American Anthropological Association named a committee of three archaeologists to provide archaeologically or historically dated specimens to be used for cross-checking ages determined by Dr. Libby by use of the radiocarbon technique; one of the three so named was Frederick Johnson, who was designated Chairman. The endeavor was another example of collaboration between scientific fields. This time archaeology was important in the development of this method of physical analysis. From this appointment Mr. Johnson's long-standing interest in radiocarbon dating

has developed. Without question he is better informed on this score than any other archaeologist. As a result of his interest he made the R. S. Peabody Foundation a center for exchanging information regarding radiocarbon dating on a world-wide basis. He was responsible for developing a system of recording all pertinent data about any radiocarbon date on an 8 x 5 edge punched card that could be sorted from other thousands of such cards by the use of two steel knitting needles. He has edited a monograph on radiocarbon dating and contributed a number of articles on the subject.

The universal period of change and stock-taking that followed World War II affected the archaeological and anthropological world as it did every other facet of life. The ferment of dissatisfaction with former methods was felt in the American Anthropological Association, then experiencing the pains accompanying a rapid growth in membership. A committee, of which Mr. Johnson was a member, was appointed and charged with the task of modernizing and reorganizing scientific and administrative aspects of the Association. Out of the deliberations of this committee there developed an organization totally new to anthropologists, an organization centered around an Executive Secretary who was responsible for the operation of the Association under the directives of the Executive Board.

In June, 1949, the Executive Board of the Association appointed Frederick Johnson Executive Secretary, his term to

begin on November 1, 1949. This was a totally new concept in the Anthropological Association, and Mr. Johnson soon found that he faced two formidable tasks. One was to convince the general membership of the Association that he was not taking the bit on his teeth and running away with the organization, the other was a more general job of "public relations" furthering the field of anthropology. During his term the office of the Executive Secretary was moved to the R. S. Peabody Foundation. He was responsible for setting up a modern, efficient, and practical system of accounting for the funds of the Association, at the same time keeping an up-to-date record of membership. At the completion of his term of office, in October 1954, the records of the Association were in better shape than they had ever been.

Post-war dissatisfaction with inadequate conservation programs that threatened destruction of archaeological resources gave rise to the establishment of the Committee for the Recovery of Archaeological Remains (CRAR), whose activities we have mentioned above. While CRAR was primarily concerned with archaeological remains it soon became aware that destruction threatened many valued historic sites and buildings. To meet this threat the National Trust was established as an offshoot of CRAR. It is an outgrowth of the conservation movement that gave rise to CRAR. Mr. Johnson has been a Charter Member

of the National Trust since its inception, and has served on its Committee on Standards, charged with establishing rules for the operation of the Trust and for the selection of properties worthy of preservation by it. Such properties are identified by bronze plaques.

In the same sphere is Mr. Johnson's service on the Consulting Committee of the National Park Service. This Committee considers the results of the National Survey of Historic Sites and Buildings with the aim of selecting sites and buildings of national historic importance that are to be preserved by the National Park Service.

Under the auspices of the Peabody Foundation a number of significant conferences have met in Andover. The Conference on Radiocarbon Dating, planned by a group of scientists, was made possible by a grant to the Peabody Foundation from the National Science Foundation. This meeting on October 21-23, 1954, was arranged for the purpose of bringing together the nuclear chemists and physicists in whose laboratories age determinations were made and the archaeologists, botanists, and geologists who collected samples for dating. The conference was organized and the agenda was worked out by Frederick Johnson, who was Chairman of the Conference. The success of the meeting was reflected in increased respect for and understanding of each other's problems.

In April, 1956, The Conference on Culture Stages and Chronology, attended by outstanding American archaeologists, met at the Peabody Foundation. Expenses were born by the Peabody Foundation and the Wenner-Gren Foundation, with the latter organization meeting approximately three-fifths of the total costs. The conference sprang from a mixed background. It was intended to explore the possibility that hypothetical stages in the evolution of aboriginal American culture could be tied to the increasingly more accurate time scale being developed by radiocarbon laboratories. It was contemplated that the conference would bring some agreement among the notoriously independent archaeologists. This independence had served to confuse physicists who were responsible for determining radiocarbon dates. If archaeologists could be brought to present a united front to the physicists it would be better for all concerned. Arrangements for this conference, and the agenda, were worked out by Frederick Johnson. He was elected Chairman at the first session. Although proceedings of the conference were never published, they were privately circulated. In this way they came to exercise considerable influence on archaeological thought and developing archaeological theory.

The First International Conference on Radiocarbon Dating convened at Phillips Academy on October 1, 1956. Like the preceding conferences this was organized by

Frederick Johnson, who worked out the agenda, and who was again elected Chairman. The National Science Foundation, through a grant to the Peabody Foundation, defrayed the greatest cost of the conference, but contributions were also made by the Peabody Foundation, its sponsor, and by Socony Mobil Oil Company and Humble Oil Company. In attendance were outstanding scientists of the United States, Canada, England, Sweden, Denmark, Holland, Germany, Italy, Austria, and Australia. At its three-day meeting, the group considered problems of geophysics, geochemistry, and oceanography and then moved on to a consideration of problems of chronology. The final session, devoted to a discussion of major stratigraphic problems, was so organized as to bring data of geochemistry and oceanography to bear on problems of geology and, indirectly, of archaeology. The final conference closed with a remarkable and completely unprecedented discussion, brilliant, and of the broadest scope, regarding world-wide events of the last 40,000 years. The success of this conference was such that enthusiastic members almost immediately began to inquire about the possibility of holding another such conference at Andover.

The most recent conference to assemble at the Foundation was that held in May, 1964, among scientists contributing to the Tehuacan Project. As was the case with

earlier conferences, this was organized by Frederick Johnson. A grant from the National Science Foundation to the Peabody Foundation defrayed the cost of the meeting which brought to Andover eight of the fourteen contributors to "Environment and Subsistence", Volume I of The Prehistory of the Tehuacan Valley. These men came from Canada and widely separated parts of the United States. The outcome of the meeting was a realization that each was a collaborator in an integrated study and that data obtained in one branch of research frequently confirmed and strengthened the findings of others.

It has been asked what is "in it" for the Peabody Foundation in sponsoring such conferences. The Foundation is an archaeological institution, and as such its duty is to increase and disseminate archaeological knowledge and to add to the store of such knowledge to the limit of its ability. It is clearly within this capacity to bring together scientists working on archaeological problems or problems that contribute to archaeology and thus to further an understanding of the effects of natural phenomena on human society. Beyond this, the conferences have brought to Andover scientists from far afield, even from the other side of the world. Most of them had never seen or heard of Phillips Academy before they came here. They took away with them not only pleasant impressions of Phillips Academy but some understanding of its aims and

accomplishments in the field of secondary education--an understanding that they might not otherwise have acquired.

From time to time Mr. Byers and Mr. Johnson have served on special committees in anthropology or archaeology. They have visited archaeological sites as consultants, not only throughout the United States, but also in Canada and Mexico.

In June, 1967, at the request of Senator Harris of Oklahoma, Frederick Johnson appeared before a subcommittee of the Committee on Government Operations to testify regarding the proposed National Foundation for Social Science. The proposal was intended to broaden federal support for research in the Social Sciences, including anthropology. The problem is to decide whether a new foundation is needed, or whether the present National Science Foundation should be expanded.

It was inevitable that with increasing knowledge about archaeological subjects our exhibitions had become out of date by 1952. Accordingly, we set about plans for modernizing them. Reserves that we had accumulated for this purpose provided funds to pay for new display cases, for blocking up windows so that we could control the lighting of exhibits, for remodeling the halls to the extent of removing non-functional pillars that usurped valuable floor space, and for paying the salary of a technician to install the exhibits we designed. The renovation and

remodeling was carried out and the installations were all completed in 1961.

Public appreciation of the changed exhibits is evident on weekends and in the summer, when tourists are in the area. The Museum has been kept open on weekends by Mr. Philip Darcy who reports steady attendance, in spite of bad weather, except on days of other attractions, such as the World Series. As many as 75 visitors were in the Museum at one time on one Sunday afternoon the past autumn.

In the foregoing pages we have referred to several remodelings of the Museum and of exhibits, all of which have required the expenditure of sums which could not be born by one year's income. In 1933 and 1934 it soon became apparent that no provision was made for future repairs or for the maintenance of the building. The Trustees permitted an advance from capital for the modernization program of 1937-41, and this was to be amortized over ten years. World War II, with restrictions of many kinds, made it impossible to spend all of the income from the Foundation, and we were enabled to complete the amortization from unexpended income in less than ten years. Recognizing that the time would come when our activities would become greater, and recognizing that we would inevitably be forced to moderize our exhibits before too many years, we set aside unexpended income in a reserve account termed

"Reserve for the Expansion of Activities". First, however, we set aside a stated sum each year as a "Reserve for Publishing Current Work", while another similar account, "Reserve for Depreciation on Motor Vehicle", was intended to equal the obsolescence on the vehicle used to transport field parties.

The practice of setting up these reserves has from time to time invited comment. However, they have made it possible for the Foundation to maintain its building in excellent condition, to remodel the library and install modern lighting, to publish "Papers of the Robert S. Peabody Foundation", and to remodel cases, build new cases, and install new exhibits without going beyond its resources. In 1955 it was necessary to replace all the copper in the gutters, valleys, and crickets. At the same time we closed over a large unused ventilator that had become a pigeon roost, repointed the brickwork, and calked around the doors and windows. These repairs represented almost \$10,000 of accumulated obsolescence, of many years' standing, for which no allowance had been made, and we were forced to ask for another advance from capital, to be amortized over a term of years. Amortization was completed in 1965. The building now stands in reasonable condition, but will soon need interior painting.

We believe that the setting aside of reserves is sound business practice, and that it has provided the

Foundation with the ability to plan ahead in matters of maintenance and publication.

Our Reserve for Publication is augmented by income from the sale of our publications. During the year 1967 the sale of books has brought us \$1723.00. Although this will not begin to support the costs of issuing one volume of "Papers of the R. S. Peabody Foundation", it does supply valued support for the publication program which can never be totally self-supporting. The costs of publishing the six-volume Prehistory of the Tehuacan Valley are beyond the resources of the Peabody Foundation. Manuscript is being prepared and books are being manufactured with the assistance of the National Science Foundation. The University of Texas Press, which publishes the set for the R. S. Peabody Foundation, will recoup its stake, repay the advance made by the National Science Foundation, and then turn over to the Peabody Foundation any further income from sales for purposes of maintaining its Reserve for Publication.

Nine monographs reporting findings of research programs have been published in Volumes 1-6 of the "Papers of the Robert S. Peabody Foundation for Archaeology". In addition, progress of the Tehuacan Archaeological-Botanical Project has been noted in the First Annual Report and the Second Annual Report of that Project. The First Annual Report



has long been out of print. Scientific journals--Science, American Antiquity, The American Anthropologist--or other series have printed articles reporting results of our work or reviews by us of books in our field. Approximately forty titles by Frederick Johnson and thirty titles by Douglas S. Byers have appeared in this way at little or no expense to the Foundation.

Our library has been ably kept under control by Mrs. Bloom. She has set up an orderly program of binding periodicals and paper-backed monographs, especially the most frequently used sets. The backlog of unbound volumes is slowly shrinking, thanks to this systemic program. During the year we accessioned 69 volumes, including bound periodicals and books for class use. The library is used by members of the general public and by college students. We have been fortunate in the small number of lost publications. The disappearance of even one volume or an out-of-print book, such as happens from time to time when books are on reserve, inflicts an almost irreparable loss on the library. Adequate supervision should accompany more general use of the library when it occurs.

The last thirty-five years have been interesting and challenging ones. The process of resuscitating a moribund institution has presented a range of problems



beyond the experience of many archaeologists. These have involved problems arising in connection with the building itself, problems involved with the display and conservation of the archaeological collections, problems connected with the execution of programs of research, and problems arising from the peculiar relation of the Peabody Foundation with respect to Phillips Academy.

Not the least of the challenge has been in the building itself, which was never properly designed to be a functioning museum but was, instead, an enlarged version of a residence. The original fenestration was especially troublesome, particularly with respect to the proper closing of windows and the control of sunlight or reflections that interfered with the visibility of exhibits. The lighting arrangements provided archaeological problems of their own, for some fixtures were equipped with carbon-filament bulbs. The plumbing and heating systems require the attention of a person who knows their peculiarities.

The limitations of our available space made it difficult to display properly the archaeological collections from the Northeast that are examined in detail by many interested students of the region. In order to achieve this goal we were forced to design and build a totally new form of case. These have been satisfactory answers to some difficulties, but have provided still others,



especially in regard to lighting. To display properly our limited collection of artistically fine specimens from the Southeast we modified and greatly improved a form of case used elsewhere.

Progress in implementing programs of research has placed the Peabody Foundation in a position of pre-eminence in the archaeological world. Its leadership in collaborative research has pointed the way to new lines of archaeological thought and to a wider realization that a problem has many facets. Both members of the staff belong to the Geological Society of America, of which Mr. Johnson is a Fellow, to the Society for American Archaeology, and to the American Anthropological Association, of which both Mr. Johnson and Mr. Byers are Fellows. This somewhat unusual position has kept the Peabody Foundation abreast of changes in geological thought impinging on the archaeological field and has enabled it to translate these changes into modifications of archaeological thought.

One of the principle problems arising from the peculiar relationship existing between the Foundation and the Trustees arose from a lack of communication. To remedy this condition we undertook to submit an annual report covering activities of the Foundation during the preceding calendar year. The first of these, covering the year 1939, appeared in January, 1940. It was intended that these

yearly summaries would keep the Trustees abreast of developments in the Foundation. That total success has not been achieved in this respect is made clear by an occasional surprised comment or query to one of the staff. If we have been only partly successful in this undertaking we shall feel that all the effort of compiling these reports has been worth it.

It is recognized that lack of communication between the Foundation and the Trustees was in no way responsible for the deplorable condition of the Foundation in 1933. Circumstances beyond the control of the Board gave rise to conditions that could not be remedied. The Chairman of the Trustees Committee at that time was a keen scholar with a thorough understanding of capabilities and limitations of the archaeological field. If future Directors have as capable and accessible a Chairman to support them, they need have little cause for concern.

The Director of the Foundation has never been present at a meeting of the Board of Trustees when affairs of the Foundation were under discussion. The Chairman of the Trustees Committee on Archaeology has been his Advocate before the Board. At times we have felt the need of consultation regarding contemplated steps, but it has not always been possible to arrange a meeting with the Chairman or the Committee because the press of other business has interfered.



Although some Committees have been most understanding and helpful, it is unusual for that body to boast among its members persons with some comprehension of the aims and limitations of archaeological endeavor or a grasp of the problems involved in running an archaeological museum. If the Chairman of the Trustees Committee on Archaeology is to be the Advocate of the Foundation before the Board, future Chairmen should have an understanding of archaeology, its methods, and its aims.

The present position of the Peabody Foundation could never have been attained without the eager and enthusiastic participation of Frederick Johnson, rightfully made a Doctor of Science by Tufts University in 1966. As noted above, he has supplied the energy and organizing ability to bring to Andover the many conferences held under the auspices of the Foundation. His keen analytical mind has pierced to the core of many problems and discerned the inconsequential and unessential elements. He has supplied many valued ideas to the renovation of our exhibits and is entirely responsible for the superb remodeling of our library. In his hands the Peabody Foundation will be in safe keeping, although for only one short year.

It has been a privilege and pleasure to work with the Trustees of Phillips Academy toward making one small part of the Academy a unit of which the Trustees can be

justly proud. Without the cheerful and cooperative efforts of many people this would not have been possible. Members of the staffs of the Treasurer's Office, the Service Department, the Engineering Department, and the Grounds Crew have been of the greatest assistance and furthered our efforts in a multitude of ways. We are especially indebted to our tireless Custodian, Mr. Philip F. Watson, who, in addition to maintaining the Museum in immaculate condition, has been our unofficial Purchasing Agent, Shipper, and Messenger, our cheerful Receptionist, and a watchful Den Father to scores of Cub Scouts. We thank, also, Miss Marie S. Indurre, who has kept our accounts and brought reconciliation between our books and those of the Treasurer of Phillips Academy. Her careful and willing fingers are responsible for the flawless typing of this report.

Respectfully submitted,

A handwritten signature in cursive script that reads "Douglas S. Byers".

Douglas S. Byers, Director



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